

SPECIAL TACTICS OFFICER SELECTION



Point of Contact: Special Tactics Officer Selection Project Officer
Special Tactics Training Squadron
100 Servais Way
Hurlburt Field, FL 32544

DSN: 579-2781
COM: (850) 884-2781
FAX: 884-1937
STTS.STO@hurlburt.af.mil

“First There . . . That Others May Live”

Table of Contents

1. [Introduction](#)
 2. [Special Tactics Mission](#)
 - [Combat Control Mission](#)
 - [Pararescue Mission](#)
 - [Special Operations Weather Mission](#)
 3. [Application Procedures](#)
 - [ROTC/USAF Cadets](#)
 - [Inter-Service Transfer](#)
 - [Officer Training School](#)
 - [Active Duty USAF](#)
 - [First-Time Non-Selects](#)
 4. [Career Field Eligibility](#)
 5. [Phase I](#)
 - [Application Procedures](#)
 6. [Phase II](#)
 - [Analysis of Non-Selects](#)
 7. [Training Pipeline](#)
 8. [Preparation for Training](#)
-
- | | |
|---------|--|
| Annex A | <u>Sample Phase I Application</u> |
| Annex B | <u>PT Evaluation</u> |
| Annex C | <u>Phase II Pool Events</u> |
| Annex D | <u>Medical Initial Flying Class III/CCT Physical</u> |
| Annex E | <u>Combat Control/Pararescue Histories</u> |
| Annex F | <u>STO Career Opportunities</u> |
| Annex G | <u>Glossary of Acronyms</u> |

Special Tactics Officer Selection

1. INTRODUCTION.

Thank you for your interest in the Special Tactics officer career field. This demanding career will challenge your leadership, physical, and mental abilities. It offers career opportunities up to Group Command and beyond. This document outlines the application procedures for becoming a Special Tactics officer (STO). As part of a Special Tactics Team, STOs lead and manage some of the most dynamic, talented, and motivated individuals in the Air Force. STOs earn the 13D Air Force Specialty Code (AFSC), shared with the Combat Recovery Officer (CRO) career field. STOs hold the “B” shred of the AFSC, while CROs hold the “A” shred. Go to <http://www.afsoc.af.mil/shared/media/document/AFD-051214-004.pdf> to find this application package. For more information on the career field, you can also visit <http://www.afsoc.af.mil/specialtactics/index.asp> or www.specialtactics.com. Applicants familiar with earlier versions of this package should review this document thoroughly because it has undergone significant revision.

The 720th Special Tactics Group (720 STG) is the operational headquarters and functional manager for all Special Tactics personnel. The Group is responsible for Special Tactics Officer Selection and delegates this responsibility to the Special Tactics Training Squadron (STTS). The STTS also manages the Advanced Skills Training (AST) program of Special Tactics training. For questions concerning Special Tactics Officer Selection, please use the phone number and/or email address on the cover of this document. The selection and training process is difficult enough, but once an officer qualifies as a STO, the positions of leadership and the demands of follow-on training continue to challenge. There are significant personal risks and sacrifices involved with the mission, and extended periods of duty away from home. The decision to try out should not be made alone, regardless of your personal commitment. Your family must be considered, especially since they often experience anxieties, fears, loneliness, and pressures due to your profession. Those who do adjust find an exciting and rewarding life that they may share with fellow Special Tactics operators and their families. Good luck!

2. SPECIAL TACTICS MISSION.

Special Tactics (ST) operator forces consist of combat controllers (CCT), pararescuemen (PJs), and special operations weathermen (SOWT). ST personnel are designated as combat forces assigned to Air Force Special Operations Command (AFSOC). ST personnel plan, prepare, and, when directed, integrate, synchronize, and control the elements of air and space power to execute air missions in support of the commander’s objectives. Core competencies (what we do) include assault zone assessment, establishment, and control; combat search and rescue/personnel recovery; battlefield trauma care; terminal attack control (controlling and sequencing fire support air assets for special operations); and tactical weather observations and forecasting. ST forces provide a unique capability and deploy with air, ground, and maritime forces in the execution of Direct Action, Combating Terrorism, Foreign Internal Defense, Unconventional Warfare, Humanitarian Assistance, Coalition Support, Counter-Drug, Combat Search and Rescue, and Special Reconnaissance missions. Operating in all climates, day or night, ST operators maintain the highest standards of physical fitness, and proficiency in the use of light weapons.

Combat Control Mission: Combat control teams employ air-land-sea tactics to infiltrate and operate in forward, non-permissive environments to establish assault zones in order to provide an air traffic control (ATC) function. Assault zone operations include drop zones (for parachute operations) and landing zones (for fixed-wing or helicopter operations). CCT provide terminal attack control for AC-130 gunships, rotary wing gunships, and fighter/bomber operations. CCT are able to call indirect fires, such as naval surface fire, artillery, and mortars. In addition, CCT provide vital command and control radio capabilities in the forward area, perform surveys of austere landing/assault/drop zones, and are qualified in demolitions to clear obstructions and hazards.

Pararescue Mission: The primary mission of pararescue is to provide rescue and recovery capability in austere environments. PJs also provide emergency medical treatment in both peacetime and combat environments. PJs deploy by air-land-sea tactics into forward, non-permissive areas, and participate in a wide variety of Personnel Recovery (PR) operations, to include Search and Rescue (SAR), SAR Security Teams (SST), and Combat Search and Rescue (CSAR).

Special Operations Weather Mission: Special operations weathermen deploy worldwide with the forces of the US Special Operations Command (SOCOM). Through environmental reconnaissance, they provide meteorological and oceanographic information within the special operations theater of operations. Functions include tactical infiltration,

data collection, analysis, and forecasting, mission tailoring of environmental information, and operating in concert with host nation weather personnel. Special operations weathermen operate a variety of tactical meteorological equipment and communication systems.

3. **STO APPLICATION PROCEDURES.**

The STTS staff conducts two selection cycles per year. Each cycle has two phases: Phase I and Phase II. In Phase I, a Special Tactics Board reviews and assesses applications submitted by the deadline (the STO application is detailed later in this handout). The top applicants are invited by letter to attend Phase II Selection. Phase II consists of a one-week evaluation conducted at Hurlburt Field, FL, approximately two-and-a-half months following Phase I. Candidates must attend Phase II in TDY status, funded by their assigned unit. 720 STG will not normally fund Phase II TDYs for candidates.

Upon completion of Phase II evaluated events, the Senior Ranking Officer (SRO) makes its recommendations to the 720 STG Commander, who has final authority on the selection of new STOs. Applicants will be briefed on their select/non-select status upon completing Phase II. *Per 720 STG/CC, candidates may only compete at Phase II Selection up to two times.* Exceptions will be handled on a case-by-case basis.

The schedule for the two selection cycles is as follows:

- 7 January Phase I applications due to STO Selection Project Officer
- April Phase II Selection at Hurlburt, exact dates TBA
- 1 July Phase I applications due to STO Selection Project Officer
- Late September Phase II Selection at Hurlburt, exact dates TBA

Receiving an invitation to Phase II lets you know the ST Phase I Selection Board has decided to take a closer look at you and further scrutinize your potential to become a STO. By gaining 720 STG/CC approval to become a STO based on the ST Phase II Selection cadre's assessment of your Phase II performance, you have the Commander's stamp of approval to enter the career field and pipeline training. It is ultimately up to you to accept the challenge of attending Phase II, and, if selected, the training and ST career ahead of you. Selection at Phase II is non-binding -- you retain the option to decline.

ROTC/USAF Academy Cadets: Cadets should submit a Phase I package by 7 January of their junior year. Attending Phase II in April of the junior year will allow adequate time to code cadets with the 13D1B AFSC should they be selected. If not selected at Phase II, cadets can continue in their chosen AFSC. Senior cadets are not prohibited from applying; however, these applications will be handled on a case-by-case basis with the Line Officer Accessions Program Manager at AFPC/DPPAO. Most senior cadets will have already been classified for another AFSC, and must obtain a release from AFPC/DPPAO. The STO Selection Project Officer cannot help in gaining release from an assigned career field. If you are assigned to a rated AFSC but have not started UPT/UNT, you may compete at Phase I/II and, if selected, sign a UPT/UNT letter of declination at the appropriate military personnel office. If not selected at Phase II, you may still proceed to UPT/UNT.

Attending Phase II does not take away any career flexibility. Cadets who wish to pursue a career in Special Tactics after an initial non-select at Phase II are encouraged to consider 13M (Air Traffic Control/Airfield Operations Officer) as an AFSC (same functional manager as STO), and reapply for STO when able. However, cadets who are not selected at Phase II are not obligated to select the 13M AFSC.

Inter-service Transfers: As a cadet in a Sister Service ROTC/Academy, you should follow the normal application procedures for cadets detailed above, with the understanding that you must declare a commission in the Air Force. Officers in other services seeking to apply for STO should reference AFI 36-2004 *Inter-service Transfer of Officers* (<http://afpubs.hq.af.mil/pubfiles/af/36/afi36-2004/afi36-2004.pdf>). Direct your questions to Mr. Clayton Shelley (AFPC/DPPAO) at DSN 665-3708, Clayton.Shelley@randolph.af.mil. You may submit your application to the ST Phase I Selection Board before a service transfer is approved. *However, you must include in your application a letter from your commander supporting this transfer, in lieu of non-applicable career field releasability by an AFPC functional manger. Bear in mind that selection at Phase II does not guarantee an approved inter-service transfer; the processes are independent of each other.* It is highly recommended that this process be started at least six months in advance due to the time lag involved in the transfer. For additional information, contact the STO project officer.

Inter-service Transfer Officers: Must be approved for inter-service transfer prior to application review by phase I selection board. Officers in other Services seeking to apply for STO should reference *AFI 36-2004 Inter-service Transfer of Officers* (<http://www.e-publishing.af.mil/?txtSearchWord=afi36-2004&rdoFormPub=rdoPub>). You may submit your application to the STO Phase I Selection Board before a service transfer is approved and you may be invited to attend Phase II before transferring to the Air Force. However, a release statement from branch or resource manager, as well as unit commander endorsement, is mandatory prior to invitation at STO Phase II selection. Selection at Phase II does not guarantee an approved inter-service transfer; the processes are independent of each other. Other service officers must secure an inter-service transfer if selected from phase II. Air Force representatives cannot assist in this process until the losing service completes required release documentation.

Officer Training School: Personnel who have already been selected for OTS can apply for and/or attend STO Phase I/II; however, you must attend Phase II prior to starting OTS in order to enter the AF with the STO AFSC. This will likely require submission of OTS and Phase I packages concurrently. If selected at Phase II, 720 STG will coordinate with AFPC to ensure that you are awarded the STO AFSC upon graduation from OTS. If you cannot attend Phase II due to an OTS scheduling conflict, or you are a non-invite/non-select at Phase I/II, you will still proceed to OTS, get commissioned, and enter the career field assigned to you by the OTS Board. If you are still interested in STO, you should pursue cross training at the appropriate time in your career. To optimize chances of cross-training into STO after commissioning, you should consider the Air Traffic Control AFSC for the same reason as cadets (see above).

Personnel may apply for STO prior to submitting an application for OTS; however, you must meet the minimum OTS requirements as outlined by AF Recruiting Service (AFRS). If you are selected for STO through the Phase I/II process, you may then apply for OTS with the intent to enter into the STO AFSC. If you are not selected for STO, you may still apply for OTS, but you will not be eligible for the STO AFSC unless you successfully complete STO Phase II prior to your OTS start date.

Active Duty USAF: As an Air Force officer, you must first obtain release from your AFPC functional manager in order to cross train into 13D. The STO Selection Project Officer has no authority to interfere with AFPC's manning requirements. If invited to Phase II but ultimately not selected, you return to your previous assignment and career field.

Civilian Personnel: Selection packages from civilian personnel will not be considered until submitted as commissioned officers in the USAF. Once commissioned, these officers will already be classified into a USAF career field. The candidate must then secure a release from that career field to initiate a valid selection package. Any officer not selected at phase II will return to their previous career field and assignment. Per legal guidance, phase II cannot evaluate civilian personnel due to medical liability issues, funding and logistical issues.

First-Time Non-Selects: Candidates who attend Phase II but are not selected are not guaranteed a Phase II invitation in future selection cycles. If the STO cadre identify deficiencies/weaknesses that they would like to see corrected before accepting you into the ST community, you must submit an updated application, beginning with the Phase I paperwork. You may elect to use the same recommendation letters, but all other information should be updated appropriately and you must accomplish a new PAST.

4. **CAREER FIELD ELIGIBILITY.**

Special Tactics is a career field with unparalleled opportunities, including the chance to lead and manage dynamic airmen in tactical conventional and unconventional missions, varied and high-impacting staff work, and command billets up to the Air Force Group / Wing-equivalent level. The rewards of the career field are matched only by the demands inherent to the day-to-day job. For most, the selection process to become a Special Tactics officer is unlike anything you've ever attempted. Leadership, excellent physical fitness, maturity, and exceptional personal responsibility are essential characteristics of ST officers. At this time, the 13D AFSC is open to male personnel only.

Eligibility criteria include:

- Be a male
- Security clearance: Secret (minimum), Top Secret-attainable
- Retention: Six years (minimum)
- Volunteer for Hazardous Duty: Parachute (Static-line and Freefall) and combat diver (SCUBA) duty
- Background: Outstanding resume and no negative personal history

- Medical/Physical: Class III Flight Physical as outlined in this package (see [Annex D](#))
- Physical Fitness: As a minimum, you must satisfactorily complete the minimum number of PT Evaluation exercise repetitions and run and swim in less than the maximum allowable times (see [Annex B](#)) -- to be competitive at Phase I and Phase II, you should perform well above the minimums

5. **PHASE I.**

Phase I applications are due by the seventh day of January or the first day of July. The STO Selection Project Officer does an initial review of the applications for completeness and gives them to 720 STG/SG (the Group Flight Surgeon) for a medical review, to flag any medical issues that may arise for Phase II and the training pipeline (waivers, etc.). The STO Selection Project Officer convenes a review board consisting of STOs. The board racks and stacks the applications, identifying the top applicants (stratified, i.e., board-ranked). The board recommends to 720 STG/CC that the top candidates be invited to Phase II.

At that time, the STO Selection Project Officer contacts the individuals with Phase II invitation/reporting instructions, and generates notification letters for their commanders.

The STO Selection Project Officer designates the SRO for the team; the team is encouraged to begin team building via email and other means. The more cohesive the team is prior to arrival, the better the team interaction will be during Phase II, enhancing everyone's chances to be selected. The SRO is the primary means of contacting the STO Selection Project Officer for selection-related matters. Remember that the STO Selection Project Officer is rumor control, your resource for all policy, continuity, and information on Selection.

Applications from candidates are stored at STTS until Phase II in order for Phase II cadre to gain an initial impression of the team members. All non-invited applicants may request feedback on their applications from the STO Selection Project Officer. If you do not hear from the STO Selection Project Officer in 30 days (7 Feb and 1 Aug), contact the STO Project Officer for details.

Phase I Application Procedures: Attention to detail is an endlessly repeated phrase within the ST community and the operational community as a whole. With this in mind, proofread your application thoroughly for accuracy, format, grammar, and spelling. In Phase I, the Selection Board relies solely on information and impressions made through your application. Your success in the ST community begins with this application. Incomplete applications and those riddled with spelling and format errors are a reflection on the applicant's professionalism, despite PT scores, walks-on-water letters of recommendation, etc. As a general rule, successful Phase I applications are concise, easy to understand, and are not filled with extra frills or "fluff." If the STO Selection Project Officer (the first person to see your application) has trouble with your application's organization (tabs out of order, incomplete data, lacks neatness, etc.), you have already failed to make a good impression.

A sample Phase I package is included at [Annex A](#). When complete, your application should be placed in a white, one-inch ring binder. All contents of the package should be placed in transparent sheet covers, with your name clearly and dominantly visible on the front cover, along with the Phase I cycle month and year. These markings help the STO Selection Project Officer sort and track all Phase I applications. The STO Phase I Selection Board will review your application; ensure letters are addressed to the Special Tactics Selection Board (not to the STO Selection Project Officer or 720 STG/CC).

The inside of the binder cover shall display a photograph of you (8x10 inch photograph; full length, 3/4 oblique view; service dress uniform). The first item in the binder will be a simple fact sheet that includes the following information: full name and rank, current unit, unit address, commissioning date (month and year) (cadets and enlisted provide projected commissioning date), date of rank (for O-2 and higher), SSAN, phone number and email address, current commander/AOC name, rank, and phone number, and your AFPC functional manager's name, rank, and phone number (cadets may not have a functional manager). The rest of your application shall include (tabbed in this order):

TAB 1 A one-page narrative describing why you want to be a Special Tactics officer and what life experiences and abilities you possess which uniquely qualify you for a position of responsibility and leadership in the Air Force. Make sure you research what a Special Tactics officer really does for a living. You must understand and embrace our role as officers in Special Tactics and the Air Force. Include a short statement on your STO career objectives and assignment preferences.

TAB 2 One-page personal résumé; relevant and to the point.

- TAB 3** Three short, one-page letters of recommendation, one from at least one individual in your chain-of-command that has direct contact with you on a routine basis (your most recent supervisor, commander, ROTC instructor, Academy AOC, or instructor/professor/coach, as applicable). The letters should comment on your leadership and managerial abilities.
- TAB 4** Copies of the four most recent performance or training reports, cadet evaluations, etc.
- TAB 5** PT Evaluation verification letter (see [Annex B](#)).
- TAB 6** Your signed statement as a volunteer for hazardous duty.
- TAB 7** Your signed statement as an individual with AFPC-approved releasability. If you are not releasable from your present AFSC, do not apply for Special Tactics duty at this time. We do not have the authority to obtain your release.
- TAB 8** A complete copy of your medical records to include copies of AF Form 1042, *Medical Recommendation for Flying Duty*; Standard Forms 88 and 93, *Report of Medical Exam/Report of Medical History*, indicating you are cleared to perform combat control-related duties. These forms are obtained from the Air Force hospital or clinic that administers Class III flight physicals. Check with your local physical exams office to ensure a physical can be scheduled in order for you to meet the deadline. Many offices require 60-90 days to schedule appointments, while completion of the physical can take as anywhere up to six months. Specific instructions regarding your IFC III/Combat Control Physical Exam are detailed in [Annex D](#). Make sure you show this information to your flight surgeon. HQ AETC/SGPS can be reached at DSN 487-3900, (210) 652-3900. If you need medical assistance from 720 STG, call DSN 579-4243, (850) 884-4243.

6. **PHASE II.**

A quote from the former 720 STG Commander, Colonel Robert Holmes, capturing his Selection philosophy: “I’m going for a run. Don’t ask me how far or how fast. Just be there with me at the end.” This is the Phase II reference point for applying physical stresses on each candidate. Do not underestimate the level of physical and mental effort it will take to be selected for STO during try-outs.

Phase II Selection is conducted at Hurlburt Field, FL. The purpose of Phase II is to assess each candidate in five critical characteristics (motivation, leadership, ability to handle stress, teamwork, and situational awareness) for the purpose of determining if you have the raw skills, aptitude, and ability to operate in a Special Tactics environment. You will complete various assessment events; your performance will be evaluated as a team member and as an individual. The schedule is designed to overstress you. The STTS cadre (with augmentation from AETC pipeline school instructors) will challenge your physical ability and endurance. The cadre will observe and take notes on everything you do. The intent is to take a very close look at each individual in order to support a recommendation to select or non-select. The data will be used to provide critical feedback to enhance your Air Force growth.

Candidates must be prepared for a physically and mentally demanding week. Again, it will be more demanding than anything you’ve ever experienced before. You cannot trust your judgment of your physical and mental preparedness prior to coming to Phase II. 99% of the feedback from the past candidates indicates that this week is more demanding than anything they anticipated. The cadre will push you physically and mentally beyond your comfort zone to assess those critical characteristics in adverse situations. You will be expected to perform to the best of your ability in all events.

Billeting will be coordinated for all candidates. Candidates will be billeted in student dorms for the duration of Phase II. The first person to check into billeting must contact the STO Selection Project Officer for instructions. You will sign for government vehicles for team use. When the team SRO arrives, your liaison duties with the STO Selection Project Officer will transfer to the SRO, who will receive all show time instructions from him thereafter.

Detailed information on all water work (the area applicants typically struggle with the most) is included at [Annex C](#). Equipment items used in each event are listed; Phase II equipment will be issued at Hurlburt Field. Bring your own dive booties, swim goggles, and black swim briefs (plus spares, as required). This equipment is not provided at Phase II.

There are four ways to be dismissed during Phase II. Failure to pass the PT Evaluation during Phase II is grounds for immediate dismissal; passing the PT Evaluation on Day 1 only means you can continue with Phase II. Medical DQ results from a medical assessment performed by 720 STG medical personnel, who determine your ability to safely continue Phase II. Self-Initiated Elimination (SIE) is self-explanatory; you just come to the realization that the level of effort we demand is not worth selection as a STO. Additionally, Quitting by Action (QBA) is a Phase II policy that allows the Phase II cadre to give you three consecutive warnings during an assessment event, for demonstrating lack of motivation to continue or perform at the desired level of effort. If a fourth warning is issued, you are QBA. It is meant to serve as a wake-up call, motivating you to push past the pain, and also to explicitly inform you we are not satisfied with your performance. QBA is noted each time we issue it to an individual, and it provides us an indicator of motivation throughout the rest of Phase II. If a STO candidate SIE's or QBA's, he will not be considered again for STO Selection.

Phase II assessment events will include: march with 45 lbs ruck up to 6 miles, calisthenics sessions, psychological testing and interviews, briefing and writing evaluations, distance running, PT Evaluation, problem solving, leadership events, and water confidence.

At the end of Phase II, 720 STG/CC and the STO cadre will debrief you on your overall performance and inform you of your select or non-select status. Those candidates who successfully complete Phase II and are selected by 720 STG/CC can expect PCS orders to STTS at Hurlburt Field. PCS timeframe will be coordinated with the losing command via AFPC. A letter will notify your commander.

After your PCS to STTS, you will maintain a physical training regimen with the other pipeline officers, and complete various tasks and projects between pipeline schools. This arrangement is designed to enhance your awareness of Special Tactics issues, maintain your motivation, and begin your professional development as a STO. After the AST Training Office schedules your pipeline sequence, you will enter the training pipeline, returning to Hurlburt Field after each school.

Analysis of Non-Selects: Data collected over several years reveals the following statistics for non-selection. This is not a scientific study; sample size is approximately 80 candidates.

- 32% of all non-select candidates who attended Phase II did not finish the week due to medical reasons (injury, sickness, etc.).
- 24% of all non-select candidates were cited as physically unprepared to attend Phase II.
- 8% of all non-select candidates were cited for poor leadership skills or potential.
- 8% of all non-select candidates were cited for lack of water confidence.
- 6% of all non-select candidates quit during Phase II.
- The rest were cited for various other reasons including maturity, initiative, judgment, and psychological incompatibility.

Further breakdown of the medical reasons contributing to candidates not finishing Phase II:

- Muscle tissue breakdown. *Ensure you taper your workouts.* These candidates stressed their bodies hard all the way to the start of Phase II, and when it was time to put out during Phase II, their bodies began digesting muscle tissue in order to sustain their desired level of effort, thus shutting down their systems.
- Prior injuries aggravated by the ruck march. *Ensure you take care of your body and rest periodically during training.* The Phase II ruck is very challenging. Avoid risking an injury during training, when it might flare up during Phase II.
- Prior injuries aggravated by Phase II PT. Same as above, Phase II PT is extremely challenging. Avoid risking injury while training for Phase II.

- Flu-like symptoms. Report any illness you may experience during Phase II. A medical DQ is different than Self-Initiated Elimination (SIE). Sickness may affect your state of mind. Let our medical staff assess your condition before you say the words that cannot be taken back.
- Sick, thus failing the PT test. Do not come to Phase II if you are contagious; the schedule will only worsen the sickness. In addition, you risk infecting other candidates and cadre.
- Re-injured ankle during the PT test. Again, do not come to Phase II if you are not ready to perform at 100% and beyond.

An invitation to Phase II is a huge accomplishment. Come prepared to perform, both mentally and physically. Do not waste your chance to show the STO cadre that you belong in ST. Timing is an issue for most applicants. Missing this window of opportunity may mean you cannot apply again for a year, or you cannot secure a “select” prior to going to OTS, and so on. Once you know you are coming to Phase II, stay healthy, motivated, and focused. When it is time, show us what you’re capable of doing.

7. **THE TRAINING PIPELINE.**

STOs receive the same initial training as enlisted combat controllers, a process that takes approximately 8-10 months, followed by 12 months of AST. The entire training program includes eight schools. You may have opportunities to take leave during your pipeline training, since the AETC pipeline schools are scheduled and sequenced well in advance. Students travel from school to school as a class, with the ranking student in charge. Officers in the pipeline are expected to not only to excel in all facets of training, but also to ensure the enlisted students in the pipeline succeed. Training consists of the following schools:

Combat Control Orientation Course: 2 weeks, Lackland AFB, TX. The Combat Control Orientation Course introduces CCT candidates to combat controller duties, mission areas, initial weapons qualifications, history, professional development, and team building skills. The CCT Orientation Course will begin preparing students physically for AETC’s 9-month training pipeline. This course does not replace the 10-week Indoctrination Course that CCT used to attend with PJ students. CCT no longer attend “Indoc.” Pre-Scuba training is accomplished at AST.

Combat Control Operator / Air Traffic Control Officer Course: 15 weeks, Keesler AFB, MS. This course teaches aircraft recognition and performance, air navigation aids, weather, airport traffic control, flight assistance service, communication procedures, conventional approach control, radar procedures, airfield management, terminal instrument procedures, and air traffic rules. This is the same course that all other USAF air traffic control officers attend. In addition to normal classes, daily physical training is conducted to ensure that STO trainees and the enlisted CCT trainees they live with at Keesler are physically ready for the pipeline’s upcoming challenges.

US Air Force Basic Combat Survival School: 2 weeks, Fairchild AFB, WA. This course teaches basic survival techniques for remote areas. This includes instruction in principles, procedures, equipment, and techniques that enable individuals to survive, regardless of climatic conditions or unfriendly environments, resist the enemy, and return home.

US Army Basic Airborne School: 3 weeks, Fort Benning, GA. Here you learn the basic parachuting skills required to infiltrate an objective area by static line airdrop. This course includes ground operations week, tower week, and jump week where you make five actual parachute jumps. Personnel who complete this training are awarded the basic parachutist rating and are authorized to wear the basic parachutist badge.

Combat Control School: 13 weeks, Pope AFB, NC. This course provides final CCT 3-level qualifications. Training includes land navigation, communications, assault zones, demolitions, small unit tactics, parachute operations, and field tactics. At the completion of this course, each graduate is awarded the scarlet beret and the CCT apprentice skill level, thus completing the AETC training pipeline.

Advanced Skills Training: After successfully completing Combat Control School, CCT apprentices PCS to Hurlburt Field, FL, for a year of follow-on training. The AST approach to training is “warriors training warriors,” and is designed to prepare students for dive school and to upgrade CCT apprentices to mission-ready status. From AST, 3-level CCT will be sent TDY to both dive school and HALO school (detailed below). Enlisted combat controllers will complete all 5-level upgrade training before leaving Hurlburt for their first assignment to a Special Tactics Squadron (STS). Officers will receive the same training as the enlisted 3-levels, as well as additional courses for officer professional development. Mission qualification training will encompass amphibious

infiltration/exfiltration, small arms training, fire support, tactical vehicle operations, assault zone control, communications equipment, surveys, demolitions, reconnaissance, mission planning, and much more.

US Air Force Combat Diver Course: 5 weeks, Naval Support Activity (NSA) Panama City, FL. Here you become a combat diver and learn to use open-circuit and closed-circuit underwater breathing systems to infiltrate areas surrounded by water undetected. This course provides training to depths of 130 ft, stressing development of maximum underwater mobility under various operating conditions.

US Army Military Free Fall Parachutist School: 5 weeks, Ft Bragg, NC, and Yuma Proving Grounds, AZ. This course instructs High Altitude Low Opening (HALO) free fall parachuting using the high performance ram air canopy. The course provides wind tunnel training, in-air instruction focusing on student stability, aerial maneuvers, air sense, parachute opening procedures, emergency procedures, canopy control, and landing in a group. Each student receives a minimum of 25 free fall jumps including 2 day and 2 night jumps with supplemental oxygen, rucksack, weapon, and load-bearing equipment.

Though a rare occurrence, pipeline officers who fail to successfully complete any requirement throughout the pipeline will be eliminated from further qualification training and referred to AFPC for re-classification. Occasionally, students may be washed-back from a class for medical or physical reasons, etc. Students who self-eliminate from any pipeline course will be dropped from the program and referred to AFPC for re-classification.

8. PREPARATION FOR TRAINING.

The physical demands of Phase II Selection and the training pipeline as a whole cannot be overstated. Applicants who can accomplish the minimum fitness scores, but little more, are not prepared to attend Phase II. Candidates selected at Phase II not only score well above the minimums for the PT Evaluation, but also have developed the stamina necessary to perform at high levels of effort throughout the week. Well in advance of Selection, applicants must prepare themselves through a rigorous exercise regimen. A basic plan is included below. Reading the following information should help you effectively prepare for Phase II. The more effort put into preparation, the better your chances for a strong performance at Phase II. Focus on increasing your overall endurance for sustained output by working out two to three separate times per day. Two weeks prior to Phase II start, begin tapering your workouts to arrive at Phase II, rested and strong.

Cardio-respiratory Training: This training develops efficiency in oxygen transfer through activities that increase the heart rate to a certain training level and maintain that level for at least 20 minutes. Running and swimming are the two training areas you need to work on prior to Phase II.

- Running. You will be required to do extensive running during Phase II. These runs progress rapidly and will vary in distance and intensity. Runs may be as long as 60 minutes. In preparation, you should run 3 - 4 times per week for 30 minutes and longer, at a speed you can maintain without walking or stopping. As a yardstick, a good goal is to be able to run 6 miles in under 40 minutes prior to Phase II.
- Swimming. A candidate may swim 2000 meters or more in a typical session. In preparation, you should swim 1500 - 2000 meters, 3 - 5 times per week. A good goal is to be able to freestyle swim 1500 meters in less than 28 minutes.

Strength and Endurance Training: Special Tactics is, by nature, a career field whose training and mission areas demand above average levels of both strength and endurance. Strength is your ability to exert force. Endurance is your ability to exert this force for a prolonged period of time. Your preparation must be geared toward developing a total body balance of strength and endurance. This is best achieved with calisthenics (or weight training) that target all major muscle groups. Continue your weight-training program. However, revise your workouts to develop strength and endurance (8-12 repetition sets). Calisthenics should supplement your weight training. Also, consider performing plyometrics to strengthen connecting muscles and stabilizers. Performance standards for the following basic calisthenics are described in [Annex B](#).

- Pull-ups/chin-ups. You should be able to do 16 - 20 repetitions prior to Phase II.
- Sit-ups. You should be able to perform 80 - 100 repetitions in two minutes before Phase II.
- Push-ups. You should be able to do 65 - 80 repetitions in two minutes before Phase II.

Flexibility: The ability to move all your joints through a full range of motion will give incalculable health benefits to a student in the training pipeline. Warm-up and cool-down periods that include stretching exercises should be incorporated into all workouts to improve flexibility and prevent injury. Key guidelines to remember:

- Always warm-up by doing light activities before stretching.
- Stretches should not involve jerky movements. A stretch should be assumed slowly and held 15 seconds to 2 minutes. The longer you hold a stretch, the better flexibility you will achieve.
- Ensure you stretch following exercise to improve flexibility, since your muscles are warm and pliable.

ANNEX A

SAMPLE PHASE I APPLICATION PACKAGE

20 Oct 99

NAME	2d Lt John A. Doe
ADDRESS	16 th Equipment Maintenance Squadron 10 Independence Rd Hurlburt Field, FL 23544
COMMISSIONING DATE	27 May 98
SSN	xxx-xx-xxxx
CONTACT INFORMATION	DSN 123-4567 John.doe@hurlburt.af.mil
PRESENT AFSC	21A3/Aircraft Maintenance Officer
COMMANDER	Major John B. Doe DSN 123-4567
FUNCTIONAL MANAGER	Major John C. Doe DSN 123-4567
ATTENDED PHASE II? REASON NOT SELECTED	STO / CRO / NOT APPLICABLE (circle one) (short answer)
ATTENDED INDOC? REASON IF NOT SUCCESSFUL	YES / NOT APPLICABLE (circle one) (short answer)

JOHN A. DOE, 2d Lt, USAF
Logistics Training Flight Commander

TABS

1. Narrative
2. Résumé
3. Letters of Recommendation
4. Last Four Performance Reports
5. PT Evaluation Letter
6. Hazardous Duty Statement
7. Releasability Statement
8. Medical Records

SAMPLE PHASE I APPLICATION PACKAGE

20 Oct 99

MEMORANDUM FOR SPECIAL TACTICS OFFICER SELECTION BOARD

FROM: 16 EMS/MXMG

SUBJECT: Why I want to be a Special Tactics Officer

1. An individual's reasons for joining the armed forces can be as varied as the career fields a service has to offer. My reasons for joining the Air Force, and subsequent plan to serve out a long and honorable career, are simple and have remained constant. I admire the people the Air Force attracts, and find great satisfaction in working with men and women whose pride in accomplishing a mission that transcends individual goals is so readily apparent. I believe I will find the ultimate manifestation of good people and an honorable mission in the Special Tactics career field.
2. As a "military brat," the Air Force has always been my home, and a career in uniform has been a constant goal in my life since my earliest memories. I was raised in an immediate family, by my father and mother to espouse the values of their chosen family, the Air Force. The system of shared experiences and values that make the Air Force more than just another job have formed the foundation of the young officer I've become. In the Special Tactics career field, I see the next evolution of the Air Force family I have grown to admire and emulate. The intense pride shared by a Special Tactics Officer and his team is everything I have ever wanted from a career of service.
3. As a Special Tactics Officer, I know that my first and ultimate responsibility will be for the welfare of the men under my supervision. I know that I have both the mental and physical strength to accomplish any mission and ensure the men I work with in the field will have every opportunity to excel. The frequent moves inherent to growing up in an Air Force family, as well as my recent Maintenance officer experiences, have allowed me to cultivate the kind of people skills and leadership techniques that an effective team leader must possess. My desire to share in the pride of the Special Tactics community has led me to attain the physical prowess necessary to operate successfully in the field. I know that I can be a credit to the Special Tactics career field.
4. My career objectives are to gain operational experience as a team leader after completing the necessary training. Eventually, as a major, I would seek to gain staff experience, which would serve me well in my ultimate goal, to attain command of a Special Tactics Squadron.
5. I believe that I am ready to face the challenges Special Tactics has to offer as a career field. Select me for Special Tactics, and I won't disappoint you.

JOHN A. DOE, 2d Lt, USAF
Logistics Training Flight Commander

SAMPLE PHASE I APPLICATION PACKAGE

PERSONAL RÉSUMÉ

John A. Doe
2d Lt, USAF

SSAN: xxx-xx-xxxx
DOR: 27 May 1998
AFSC: 21A1

16th Equipment Maintenance Squadron
10 Independence Rd.
Hurlburt Field, FL 23544
DSN 123-4567
COM (850) 123-4567

PERSONAL DATA

200 Nice Dr.
Niceville, FL 32578
(850) 123-4567

Age: 23

SERVICE HISTORY

Aug 98 – Present

Logistics Training Flight Commander, 33LSS, Eglin AFB, FL. Leads 15 personnel in five functional elements. Manages all logistics training programs. Ensures dissemination of higher headquarters training directives throughout the wing. Develops monthly training plans and schedules training events for 2,200 wing personnel. Monitors and directs the on-the-job training program for over 1,600 enlisted personnel. Provides monthly status of training briefing for all commanders. Identifies training shortfalls and works resolution through squadron commanders. Serves as Maintenance Officer Orientation Training Program Director. Maintains and controls over \$50M in training assets. Advisor to the Wing Commander on training issues.

June 94 – June 98

Cadet, US Air Force Academy, Distinguished Graduate, 1998. Squadron Commander, Spring 98, supervised the discipline, training, and safety of 104 cadets. Squad Leader, 3rd Platoon, Bravo Company, Fall 1997. Supervised 10 Army cadets while representing USAF at the Military Academy. Basic Military Freefall Parachute Course Instructor and Jumpmaster. 4 year Division I intercollegiate wrestler.

EDUCATION

B.S. Military History, USAF Academy, 1998 (GPA 3.2)

CERTIFICATION/AWARDS

Air Assault
Air Force Jumpmaster
Basic Military Freefall Instructor
Professional Skydiver Rating, US Parachute Association

CAREER OBJECTIVE

To become a Special Tactics Officer. To contribute to the United States Air Force mission. To eventually command a Special Tactics Squadron.

PERSONAL INTERESTS

Reading, fitness, military history, cars

SAMPLE PHASE I APPLICATION PACKAGE

25 Oct 99

MEMORANDUM FOR SPECIAL TACTICS OFFICER SELECTION BOARD

FROM: 16 EMS/MXMG

SUBJECT: Recommendation for Second Lieutenant John A. Doe, xxx-xx-xxxx

1. I am proud to recommend Lt Doe for a Special Tactics Officer position. John has built a rock-solid reputation in his year and a half with the 16th Equipment Maintenance Squadron. On a daily basis, he demonstrated superb initiative and untiring drive that enables him to do fantastic things for our Air Force. Without a doubt, he is a perfect choice for the Special Tactics career field.
2. As the commander of my Logistics Training Flight, Lt Doe is responsible for scheduling and training the 2,200 personnel who comprise the 16 EMS, a difficult managerial task he has long since mastered. Working directly with six squadron commanders, as well as regularly briefing the wing commander, John has honed his speaking and “people” skills to a fine edge, displaying a poise and confidence that belie his years. John’s responsibilities range from maintaining over 50 million dollars in training equipment to spearheading the wing’s cargo processing function during our all too frequent deployments. John has risen to every challenge we have put before him, and passed all with flying colors.
3. While his job with the Training Flight occupied much of his time, what continues to amaze me is John’s unflagging leadership and energy. In his short time here at Hurlburt, he has become a voice within the wing that peers and subordinates listen to. He follows up his words with actions that remind us all that we are a military unit and should be ready with no-notice to perform our mission. John is truly a leader in every sense of the word.
4. To be blunt, Lt Doe succeeds magnificently at everything he undertakes. He is a sincere, articulate young man who is made of just the right decisive “stuff” we’re looking for in our young officers. I am confident he would make an excellent combat controller, and recommend his selection on your next board.

JOHN B. DOE, Lt Col, USAF
Commander

NOTE: This is an example -- a complete package requires three letters of recommendation.

NOTE: Attach copies of your most recent performance reports and the PT Evaluation Certification.

SAMPLE PHASE I APPLICATION PACKAGE

22 Oct 99

MEMORANDUM FOR SPECIAL TACTICS OFFICER SELECTION BOARD

FROM: 16 EMS/MXMG

SUBJECT: Volunteer for Hazardous Duty

I, Second Lieutenant John A. Doe, volunteer for hazardous duty.

JOHN A. DOE, 2d Lt, USAF
Logistics Training Flight Commander

SAMPLE PHASE I APPLICATION PACKAGE

22 Oct 99

MEMORANDUM FOR SPECIAL TACTICS OFFICER SELECTION BOARD

FROM: 16 EMS/MXMG

SUBJECT: Release from Current AFSC

Maj John C. Doe, DSN 123-4567, my resource manager from AFPC, agrees to release me from my current AFSC 21A, Aircraft Maintenance, if selected for Special Tactics AFSC 13DXB.

JOHN A. DOE, 2d Lt, USAF
Logistics Training Flight Commander

JOHN C. DOE, Maj, USAF
21A1 Functional Manager

NOTE: Attach copy of medical records after this memorandum.

ANNEX B

STO PT EVALUATION STANDARDS

General. Officer and cadet Special Tactics applicants shall complete the Physical Training Evaluation in accordance with these procedures as part of the Special Tactics officer application. This test is based on the Special Tactics operator physical training standards/evaluation test described in AFI 13-219, *Special Tactics Operator Standards and Evaluation Program*, Chapter 3. The added underwater swim portion of the PT Evaluation and the swim without fins is a modification for ST Officer Selection purposes only.

Standards. You must complete the minimum number of exercises, and run and swim within the times specified below. STO selection is extremely competitive; you should give your very best effort, which should be well beyond the minimums. When you submit your application, your PT Eval should have been accomplished within three months of the Phase I due date, and as close to Phase I as possible to reflect your highest level of fitness to date.

CALISTHENICS: chin-ups, sit-ups, push-ups -- exercise for full time limit or until muscle failure

- Minimums:
 - 11 chin-ups in 1 minute
 - 75 sit-ups in 2 minutes
 - 64 push-ups in 2 minutes

RUN: 3 miles non-stop

- Minimums:
 - 3 miles completed within 22:30 minutes

UNDERWATER SWIM: swim and remain underwater for 25 meters

- Minimums:
 - Successful completion

SWIM: 1500 meters non-stop -- any stroke except backstroke (no fins)

- Minimums:
 - 1500 m completed within 34 minutes

Administration. The PT Eval must be administered in the order listed and completed within a three-hour timeframe. If you are unable to meet any of the minimums, you have failed the test, and the test will end at that point. Due to the importance placed on exercise form, both at Phase II and in the pipeline, the PT Eval should be administered by a Special Tactics Officer, pararescueman, or combat controller, in order to prepare you for the standards at which you'll be expected to perform. If you fail to execute the proper form, the test administrator will correct you, and the incorrect repetition will not be counted. Other test administrators (active duty officers, USAFA/ROTC instructors, former special operators, etc.) will be acceptable on a case-by-case basis, following coordination with the STO project officer. The unit administering the test will document the results (example format attached to this Annex). After completing the PT Eval to the best of your ability, complete the PT Eval Certification Letter, sign it, and have it attested to by the administrator. Include the letter in your application.

Procedures. Calisthenics events will be tested one right after the other with approximately a 2-minute time lapse between events. Upon completion of all the calisthenics events, a 10-minute rest period is given prior to starting the 3-mile run. Upon completion of the 3-mile run, a 30-minute rest period is given prior to starting the 1500 meter swim. Ten minutes prior to starting the 1500 meter swim (i.e. 20 minutes following the completion of the run), the individual will complete the underwater swim.

- **Chin/Pull-ups (one minute time limit).** This exercise is executed on a pull-up bar. The individual grasps the bar with the hands about shoulder width apart. Hands can be facing toward the candidate (chin up) or away from the candidate (pull up). This is a two-count exercise. The exercise begins in the "dead hang" position. Count one: pull the body directly upward until the chin is over the bar. Count two: lower the

body until the body is again in the “dead hang” position. Repeat as many times as possible. Individuals will not swing excessively or bicycle feet as the chin is pulled over the bar. Legs are allowed to bend, but must not be kicked or manipulated to aid upward movement. If the candidate falls off or releases the bar, the exercise is terminated. Designed to measure strength and endurance in the back, triceps, and biceps muscles used when performing specific mission tasks. A two-minute rest follows this event.

- **Sit-ups (two minute time limit).** Starting position: back flat on the ground, hands behind the head, fingers interlocked, head off the ground and knees bent at approximately a 90 degree angle. Another individual during the exercise holds the feet (optional). This is a two-count exercise. Count one: sit up until the back is vertical, breaking a 90 degree plane with the ground. Count two: return to the starting position. There is no authorized rest position during this exercise. If the candidate rests, the exercise is terminated. If an individual raises buttocks from ground, removes hands from behind the head during a repetition, or the fingers are not interlocked, the repetition is not counted. Designed to measure strength and endurance in abdominal and hip flexor muscle groups used when performing specific mission tasks. A two-minute rest follows this event.
- **Push-ups (two minute time limit).** This exercise starts from the front leaning rest position. The body must be maintained straight from head to heels with knees together. This is a two-count exercise. Count one: flex the elbows, lowering the body until the arm is bent at least 90 degrees at the elbow and the upper arm breaks a parallel plane with the ground. Count two: raise the body until the elbows are straight and locked. Repeat this exercise as many times as possible. The candidate will not raise his buttocks in the air, sag his middle to the ground, or raise any hand or foot from their starting position. If a hand or foot is raised, the exercise is terminated. The only authorized rest position is the starting position. Designed to measure the strength and endurance of the chest and triceps muscles used when performing specific mission tasks. A two-minute rest follows this event.
- **Three Mile Run.** Performed with running shoes and running shorts. This run must be continuous (non-stop). If a candidate stops anytime during the run, the test will be stopped and considered a failure for the entire test. The test should be conducted on a measured running track. Designed to measure aerobic endurance used when performing mission tasks, specifically employment or evasion situations. This event is followed by a 20-minute rest period prior to the underwater swim.
- **Underwater Swim.** The 25-meter underwater swim should be demonstrated first either through actual demonstration or by use of training video already supplied to recruiting squadrons. If candidates surface or break the water surface during any portion of the swim, the test will be stopped and considered a failure for the entire test. Swimsuits and swim goggles are the only equipment items allowed. Allow a 10-minute rest period prior to the 1500 meter swim. Candidates should carefully stretch for the swim during this break time.
- **1500 Meter Swim.** The swim will be performed with swim trunks and mask or goggles, in a lap pool. This swim must be continuous (non-stop). If you stop anytime during the swim, the test will be stopped and considered a failure for the entire test. Designed to measure aerobic endurance in a maritime environment.

SAMPLE PT EVALUATION CERTIFICATION LETTER

(DATE)

MEMORANDUM FOR SPECIAL TACTICS SELECTION BOARD

FROM: (Administrator's office symbol)

SUBJECT: PT Evaluation Certification Letter -- STO Selection Application

I certify that (Applicant) was administered the PT Evaluation on (Date). He performed the following repetitions/exercises/elapsed times as indicated below.

EXERCISE

REPETITIONS / ELAPSED TIME

- | | |
|--------------------------------------|--|
| 1. CHIN-UPS (one minute) | _____ repetitions
followed by 2 min rest |
| 2. SIT-UPS (two minutes) | _____ repetitions
followed by 2 min rest |
| 3. PUSH-UPS (two minutes) | _____ repetitions
followed by 10 min rest |
| 4. 3-MILE RUN | _____ minutes: seconds
followed by 20 min rest |
| 5. 25 METER UNDERWATER SWIM | PASS / FAIL (circle one)
followed by 10 minute rest |
| 5. 1500 METER SURFACE SWIM (no fins) | _____ minutes: seconds |

APPLICANT SIGNATURE BLOCK

ADMINISTRATOR SIGNATURE BLOCK
CONTACT INFO: phone, email

ANNEX C

PHASE II POOL EVENTS

UNDERWATER SWIMMING. Underwater swimming is a common exercise used to gain confidence in the underwater environment and build breath-holding capacity. The water confidence tasks you will perform at Phase II will require you to swim significant distances underwater. The more efficient you become at underwater swimming, the more confident and capable you will become in completing our evaluated tasks and the SCUBA demands of our specialty. Underwater swimming is basically a modification of the breaststroke, with a longer arm pull to the rear of the body to increase thrust.

Underwaters.

- Equipment: Dive mask will be worn.
- Procedure: The exercise begins with the candidates lined up at one end of the pool. The instructor will initiate the start of the exercise. On the command “Go,” the candidates will push off the wall vigorously and swim underwater from one end of the pool to the other (25 meters) without surfacing. Upon touching the opposite wall they will sprint freestyle back to the starting point. Upon return, they will be allowed to rest the remainder of the specified repeat time interval. The exercise is repeated on the command “Go” until the candidates have completed the required number of underwaters. To satisfactorily complete this exercise, you must leave the wall immediately on command and remain underwater until reaching the opposite wall. You must also sprint back to the starting point. You will be given one warning for unsatisfactory performance and on the next occurrence will be scored unsatisfactory for the exercise.

WATER CONFIDENCE TRAINING. The intent of these exercises is to gauge your confidence in the water and your ability to react calmly and rationally in high stress situations. The following pool events will be evaluated during Phase II. NOTE: the following water confidence exercise descriptions are included for your information only! Do not attempt to do these exercises unless you have a lifeguard standing by for safety. Doing these events may lead to “shallow water blackout.” If this condition occurs, a lifeguard must be immediately available to prevent brain damage or death.

Mask and Snorkel Recovery.

- Equipment: Mask, snorkel, T-shirt.
- Procedure: The mask and snorkel exercise begins with all candidates at one end of the pool. The instructor will then throw or place the candidate’s mask and snorkel a specified distance from the student. This exercise is accomplished one or two candidates at a time. On the command “Go,” you will leave the surface of the pool and swim underwater to the location of your mask and snorkel. Upon reaching them, you will place the snorkel between your knees and position the mask on your face. Once positioned, clear the mask of water, retaining a small amount of air. You will then make a controlled ascent to the surface with the snorkel in your mouth and left arm extended above your head with a clenched fist. Once on the surface, clear the snorkel and give the “OK” hand signal to the evaluating instructor. You will ensure you are facing the instructor, and immediately demonstrate that your mask and snorkel are clear by looking up at the instructor and breathing through the snorkel. A small amount of water in the mask is permissible as long as it does not exceed the top of the nose indents. While on the surface, you will not break the mask or snorkel seal until the exercise has been graded and you are permitted to do so by the instructor. Touching the mask to remove water or remove a twisted strap once you have reached the surface is an automatic failure (integrity violation). This exercise will be scored unsatisfactory if you surface prior to clearing the mask, or you fail to satisfactorily perform in any of the above listed areas.
 - Mask. Clearing the water from a flooded mask involves replacing the water with expelled air. The air, being lighter than the water, will force the water out of the lower portion of the mask as long as the upper portion is held to the forehead by light hand pressure to prevent the venting of air at the top. The amount of hand pressure and the position of the hand will vary, depending on the mask and individual technique.

- Snorkel. To clear the water from a flooded snorkel while on the surface, exhale or puff through the snorkel. The column of air will displace the water and expel it from the snorkel. You may also tilt your head back when on the surface and gravity will clear the snorkel for you.

Buddy Breathing/Pool Harassment.

- Equipment: Dive mask, one snorkel per two-man team, T-shirt.
- Procedure: This exercise is conducted in the deep end of the pool. Candidates enter the water when directed by the instructor. Candidates will be divided into pairs. On the command “Start,” candidates will place their faces into the water and begin to survival float while “buddy-breathing” from one snorkel. During the exercise period, you will maintain control of each other with one hand. With the other hand, you will maintain positive control of the snorkel, and pass it between each other. You should try to consider your buddy’s limited air supply and take only one breath before passing the snorkel back. During this exercise, the candidates will breathe only through the snorkel. At no time will you remove your heads from the water and breath from the surface. The exercise period ends on the command “Time.” To satisfactorily complete this exercise, you must keep your face in the water during the entire exercise period. You must remain calm and maintain control of yourself, your buddy, and the snorkel. You will be given one warning for unsatisfactory performance; on the next occurrence, you will be scored unsatisfactory for the exercise. Pool harassment is added as a more intense form of buddy breathing. It involves additional instructors entering the water and providing the candidates with certain stressful situations to see if a student will panic. The same standards apply to this exercise. During pool harassment, the instructor may try to:
 - Take the snorkel (candidates should maintain positive control of the snorkel).
 - Remove the facemask.
 - Attempt to separate partners (candidates should not let go of each other).
 - Cut off your air supply for one or two breaths.
 - Splash water.
 - Push candidates below the pool’s surface.
 - Other maneuvers at instructor’s discretion.

Drownproofing.

- Equipment: Mask, Velcro hand/leg cuffs.
- Procedure: Drownproofing is accomplished in four steps. Candidates will be divided into pairs. The exercise begins with your hands and feet bound while standing on the deck at the deep end of the pool. The instructor will walk by and tap you into the water. You will enter the water and start to bob.
 - Step 1: Bobbing. Begin bobbing by sinking to the bottom of the pool. Upon reaching the bottom, bend your knees and push off the bottom, exhaling until you reach the surface. When your head reaches the surface, inhale one breath and begin the float to the bottom; do not try to stay on the surface.
 - Step 2: Floating. Floating is accomplished by inhaling as much air as possible into your lungs. Tuck your chin into your chest, bend forward at the waist and relax, staying within a 4x4 meter square. When you need air, tilt your head out of the water, breathe, and then go back to the floating position. You will not touch the bottom or sides of the pool.
 - Step 3: Traveling. Dolphin kick 100 meters without touching the bottom or sides of the pool. The dolphin kick is accomplished on your stomach, body bent at the waist and your head moving up and down in the water.
 - Step 4: Flips and Mask Recovery. Once the travel is complete, resume bobbing. Within five bobs, you will perform a front flip underwater. Within another five bobs, you will perform a backward flip underwater. Once both flips are complete, your mask is thrown to the bottom of the pool. Go to the bottom, pick up the mask with your teeth, and complete five bobs while clenching the mask with your teeth.
 - After all tasks are completed, the instructor will yell “Time.” To successfully complete this exercise, you must accomplish all of the above tasks in sequence and without panicking. If unable to do so, you will be scored unsatisfactory for the exercise.

Treading Water.

- Equipment: T-shirt.

- Procedure: The exercise begins with the candidates moving from waist deep water into deep water. On the command “Hands Up,” raise your hands out of the water and tread using only your legs. Correct form for the exercise requires your hands and head to stay above the water for the specified time interval. The hands should be out of the water to the wrist level at a minimum, and the ear lobes should be out of the water and remain dry. The kicking motion is the key to successful completion of the exercise. The motion with your legs should be in an eggbeater fashion, with your feet tracing clockwise and counter-clockwise circles beneath you. The motion of your legs must also be rhythmical and forceful enough to maintain positive buoyancy.

ANNEX D

MEDICAL STANDARDS FOR IFC III/CCT

Medical qualification for STO duty requires meeting Flying Class III standards. Due to free-fall parachute and combat diver training, there is some additional data that must be documented on your physical exam. In addition, all initial Special Tactics Officer physical exams must be submitted to HQ AETC/SGPS for certification prior to beginning training (the medical facility handles this). The following information will assist your local Flight Medicine/Physical Exams Section in the completion and submission of your IFC III/STO physical exam. *Please give the following information to your flight surgeon.*

In addition to the routine information found on any Initial Flying Class III physical examination, the following information must be documented on your SF 88, *Report of Medical Examination*.

- Item 32: Digital rectal exam, stool for occult blood.
- Item 41: Neurological examination. A detailed neurological exam is required because of the combat diving training that is part of the combat control curriculum. In the event of decompression illness/injury, documentation of a detailed neurological exam is very helpful in evaluating the extent of the injury. The following items must be specifically addressed and documented on the SF 88.
 - Cranial Nerves.
 - Serial 7s.
 - Heel-Toe.
 - Romberg.
 - Gait.
 - Heel/Shin slide.
 - Flex/Extension of:
 - Wrists.
 - Knees.
 - Shoulders.
 - Ankles.
 - Toes.
 - Reflexes (1-4 scale).
 - Patellar.
 - Biceps.
 - Triceps.
 - Cremaster.
 - Calcaneal.
 - Babinski.
 - Muscle Strength (+1-5 scale).
 - Deltoid.
 - Biceps.
 - Triceps.
 - Grip (bilat).
- Item 44: Must read “Type II/Class I/Qualified.” Include bitewing x-rays with the STO application package.
- Item 46: Chest x-ray.
- Item 48: ECG tracing, interpreted and signed by a physician.
- Item 50: Cholesterol, triglycerides, HDL, CBC with diff, G6PD, and sickledex. Lab slips must accompany the STO application package.
- Item 72: RAT, ARMA, AR-Diving duty must be documented.
- Item 73: Must read: “Applicant possesses no fear of heights, depths, dark or confined spaces” and “Applicant possesses the ability to hold breath 60 seconds subsequent to deep breathing.”
- Item 77: Must read “(is/is not) Initial Flying Class III/Combat Control, Marine Diving, and Airborne Duty.”

The completed physical exam must be forwarded by your medical facility to HQ AETC/SGPS for certification.

HQ AETC/SGPS
63 Main Circle Suite 3
Randolph AFB TX 78150-4549

Initial waivers must be granted by AETC/SGPS. Waivers must be approved and then submitted to the STO Selection Project Officer before Phase II if you are selected at Phase I.

Medical Considerations for Phase II

1) STO Phase II is physically and mentally challenging and will require your maximum effort. You must arrive to Phase II physically and mentally prepared. You must also take responsibility for your health during the course. We have developed some recommendations that will help you prepare for Phase II and perform at peak efficiency.

2) Heat/Humidity:

-You must arrive at Phase II acclimated to exercise in a hot and humid environment. This is best accomplished by a gradual exposure to exercise in hot and humid conditions over several weeks. You should start out with 20 minutes of exercise in the heat twice per day, and gradually build up to 1-2 hours of exercise over several weeks. You should not overexert yourself too early in this process. Acclimatization is not accelerated by doing more exercise early on. Acclimatization will reduce the amount of salt in your sweat, and promote efficient body cooling.

- Heat stroke is a serious heat emergency. The hallmark of heat stroke is altered mental status in the setting of high heat and exertion. Contrary to what some of you may have been taught, not all victims of heat stroke are “hot and dry”. It is possible to have heat stroke and still be sweating. Watch your buddy! If you notice any of your fellow students start acting strangely, have difficulty walking or talking, or just don’t look right, notify the cadre immediately.

3) Hydration:

- You must stay well hydrated at all times during phase II. Dehydration is an insidious process, especially in these environmental conditions. You must get into the habit of drinking often: You must force yourself to drink, even though you do not feel thirsty. Symptoms of early dehydration include headache, irritability, and weakness. If you allow it to continue, nausea, vomiting, dizziness and exhaustion will follow.

- You must drink 1 to 1 ½ liters of water per hour during periods of heavy exertion and/or high heat and humidity. In order to stay hydrated you must drink relatively small amounts frequently rather than taking a water break and trying to pound down a liter or two of water in five minutes. An “on-the-go” hydration system (like *Camelbak* or others) is recommended. You must continue to drink fluids during your off-duty time because you will be in fluid deficit at the end of each training day.

- Avoid soft drinks, alcohol, and anything containing caffeine. These are diuretic and will cause you to lose more fluid through urination than you are taking in orally. If you are properly hydrated, you will need to urinate every 1-2 hours. Your urine should be either clear or very light yellow. Dark yellow urine is an indication of dehydration. Dark yellow urine can also be caused by vitamin B supplements

- Use of sports drinks can help replace electrolytes lost from sweating. However, most commercial sports drinks (*Gatorade* and others) have too much carbohydrate (sugar) in them for efficient absorption. If you use sports drinks, dilute them to half-strength with water. This will reduce the chance of nausea and diarrhea.

- Salt pills will not be used. You should get your electrolytes via the food you eat and the fluids you drink.

4) Nutrition:

- You will be burning quite a few calories during Phase II. You must eat to keep to maintain your energy and fuel requirements in order to meet the physical challenges presented to you. We estimate that the average candidate needs anywhere between 3000 and 4500 calories per day during selection. The average “nutrition bar” such as a *Power Bar* has only 250-300 calories. A breakfast of a *Power Bar* and some yogurt is only going to provide you with about 500 calories. Such a breakfast will cause you to be in a calorie (energy) deficit before you finish your first set of calisthenics. This is no time for dieting. You should eat well-rounded meals starting with a good breakfast. Junk food such as chips and doughnuts will not meet your nutritional requirements. The schedule allows for chow time at the dining facility. Take advantage of this and make every meal. You should also have a large snack prior to going to bed.

- Nutritional supplements, such as protein powders, protein drinks, and amino acid supplements are not a good idea. Most of them put a heavy metabolic load on your kidneys, and do not do much to help build muscle. The human body is capable of absorbing and utilizing a maximum of 0.6-0.8 grams of protein per pound of body weight per day. For an average 175-pound male, that comes to 140 grams (about 5 ounces) of protein per day.

- Herbal supplements, diet aids, or “ergogenic” aids should not be used. AFI 48-123, Section A7.31.3.8 states that for flying personnel (which includes PJ/CCT/CRO/STO) “...dietary supplements should only be used with the approval of a flight surgeon”. Most such “ergogenic” aids are either ineffective, or contain medications that can be

harmful. Many “herbal ergogenic” supplements contain high levels of ephedrine and caffeine which have been linked to heat intolerance, kidney and liver damage.

5) Sleep:

- While not everybody has the same sleep requirements, studies show that the average individual needs 7 to 8 hours of sleep per night. Studies further show that most body repairing and healing is done in the last hour of a 7 to 8 hour sleep. Poor sleep habits will not only cause you to be fatigued but will also deprive your body the opportunity to heal and recover fully from each day’s physical events.

6) Other recommendations:

- Use sunscreen.
- Make sure your boots and running shoes are broken in and comfortable.
- Use insect repellent.
- If you’ve been working in a wooded or grassy area, do tick checks every 8-12 hours.
- Rest when you have the opportunity. This is not a time for after-hours partying.

ANNEX E

HISTORY

COMBAT CONTROL HISTORY -- A BRIEF SUMMARY

Modern combat controllers are the descendants of WWII Army paratroopers. In the European theater, major parachute assaults fell well short of expectations, suffering from poor command and control, and resulting in scattered, ineffective combat power. The need for effective guidance and control of air transported combat forces led to the organization of a small “scout company” of Army pathfinders. Preceding the main assault force into an objective area, these pathfinders first saw action in the Allied reinforcement of Italy in 1943—arriving on the ground to set up drop zones only minutes before the assault began.

After the establishment of the US Air Force as a separate service September 18, 1947, Air Force pathfinder teams, later called combat control teams, were activated in January of 1953 to provide navigational aids and air traffic control for Air Force assets—airmen controlling airpower.

As airpower -- a relative newcomer to the modern battlefield -- continued to grow and develop in the passing years, so did the mission of CCT. Extensive involvement in Vietnam helped form the basis of combat control operating methods in use today. “Tailpipes,” as CCT were commonly referred to, enabled countless airlifts in outlying areas. They helped to assure mission safety, to expedite air traffic flow and to coordinate with local agencies and the airlift control element (ALCE). From 1967 through 1972, combat controllers worked from a number of fixed and semi-fixed locations such as Khe Sahn, Camp Evens, Bien Hoa, and Kham Duc. Combat controllers were the last Americans to be evacuated from Khe Sahn on 1 Apr 71. In addition, two combat controllers were among the last personnel to be extracted by helicopter from the roof of the US Embassy when Saigon collapsed in 1975.

Because of their unique capabilities and quick reaction time, combat controllers have been instrumental in the resolution of numerous international emergencies and humanitarian relief efforts. In 1975, combat controllers participated in contingencies in Zaire and southern Africa, and in 1980 combat controllers were involved in the well-documented DESERT ONE attempt to rescue the American hostages held in Iran.

Combat controllers played a vital role in the 1983 Grenada rescue operation. The first airborne insertion occurred with an MC-130 airdrop of twelve combat controllers and a force of US Army rangers from an altitude of 500 feet. Each combat controller carried a typical combat load, 90 pounds of equipment in addition to about 40 pounds (no reserve rig) of parachute gear. CCT quickly established a command and control radio net and air-to-ground radio communications in order to work inbound aircraft for follow-on airdrops and airland missions. They also acted as forward air guides for US Air Force gunships and US Navy fighter aircraft.

The US invasion of Panama in 1989 also prominently featured combat controllers. During Operation JUST CAUSE, combat controllers, pararescuemen and US Army rangers jointly deployed into two separate airfields controlled by Panamanian Defense Forces. Combat controllers helped secure these airfields and then established an air traffic control capability for the follow on fixed and rotary wing aircraft landings of assault forces. Their actions were instrumental to the success of airlift operations during this military action.

In 1990-91, combat controllers played an important part of the huge pre-strike build up of United Nations and American forces during Operation DESERT SHIELD, controlling air-to-ground operations, providing conventional air traffic control, and coordinating a massive humanitarian airlift to the fleeing Kurdish rebels. In 1993 Combat controllers played a large role in the Somali humanitarian effort. They were on the ground maintaining the air-ground interface during the street-to-street fighting in Mogadishu, captured in the film *Black Hawk Down*, based on the novel (Atlantic Monthly, 1999) by Mark Bowden.

In the War on Terrorism, combat controllers continued to distinguish themselves among their special operations brethren. During Operation ENDURING FREEDOM, combat controllers were among the first in Afghanistan to inflict casualties on Taliban and al-Qaida forces in support of the Northern Alliance’s ground offensive. The result of these actions liberated the capital city of Kabul and led to the surrender of hundreds of enemy soldiers. While working alongside Navy SEALs in Operation ANACONDA, one combat controller was credited with saving the lives of his entire team while mortally wounded at the battle of Roberts’s Ridge. For his

selfless actions, he was posthumously awarded the Air Force Cross. During Operation IRAQI FREEDOM, combat controllers opened multiple airfields in forward and non-permissive environments that were critical to the coalition advance on Baghdad. They also employed lethal air power to decimate enemy troops in northern Iraq. Combat controllers continue to distinguish themselves in combat in Afghanistan, Iraq, and other countries throughout the world.

PARARESCUE HISTORY -- A BRIEF SUMMARY

In August 1943, twenty-one men bailed out of a disabled C-46 over an uncharted jungle near the borders of China and Burma. The crash site, located in remote, impassable terrain, could only be reached via airdrop. Lieutenant Colonel Don Fleckinger and two medical corpsmen volunteered to parachute into the jungle to treat the injuries sustained by the crew during the bail out and landing. This paradrop of medical corpsmen was the seed from which the concept of pararescue was born. For a month, these men, aided by natives, cared for the injured until the party was brought to safety. News commentator Eric Sevareid was one of the crew to survive this ordeal. He later wrote of the men who risked their lives to save his: "Gallant is a precious word; they deserve it."

In the aftermath of World War II, the need for the creation of a highly-trained rescue force was realized with the formation of the pararescue career field. Distinctive recognition came to pararescuemen in early 1966, when General John P. McConnell, then Air Force Chief of Staff, approved adoption of the maroon beret. Even as pararescuemen were earning praise from the highest levels of command, they were saving hundreds of lives in the mountains and jungles of Southeast Asia. Daily, pararescuemen volunteered to ride a rescue hoist cable into North Vietnamese territory to aid wounded infantrymen, and treat downed and injured pilots. The Air Force awarded nineteen Air Force Crosses to enlisted personnel during the Southeast Asian conflict; ten of the nineteen were awarded to pararescuemen. In Vietnam and often since, pararescuemen have lived their motto: "That Others May Live."

Pararescuemen operate in support of both military and civil assets, including the National Aeronautics and Space Administration (NASA). At the termination of the Gemini 8 space flight, astronauts David Scott and Neil Armstrong aborted the mission due to equipment problems. Rescue forces on alert at stations in the Far East went into action, arriving on scene in time to see the spacecraft splash down. Remaining on-scene and in the water for over three hours, the pararescuemen stayed with the astronauts until a Navy destroyer arrived. Pararescuemen provided continued support to NASA Skylab missions, and currently train and provide rescue support to the space shuttle program.

Over a decade ago, pararescuemen were among the first US combatants to parachute into Panama during Operation JUST CAUSE (1989). Their combat medical expertise was heavily utilized during this short, intense action. Using specially modified all-terrain vehicles, they recovered and cared for the majority of the US casualties that occurred on the two Panamanian-controlled airfields that were taken by the initial invasion forces. In the Gulf War, pararescuemen provided extensive support for humanitarian airlift operations to Kurdish refugees fleeing northward into Iraq, and rescued a downed F-14 navigator in hostile territory.

Pararescuemen were also involved in the struggle to capture Somali leader Mohammed Fhara Aidid. As part of a Joint Special Operations Task Force, PJs were instrumental in the rescue and recovery of US personnel in and around Mogadishu. As documented in the film *Black Hawk Down*, PJs responded to assist survivors and treat wounded personnel after two Army helicopters were shot down in an initial assault to capture the Somali warlord. Despite being inserted into a firefight, the PJs, along with a combat controller and Army rangers, removed injured personnel from further danger and administered life-saving emergency medical treatment.

ANNEX F

STO CAREER OPPORTUNITIES

The ST career field offers a number of operational and staff assignments in many organizations including the Air Staff, joint staffs, and operational squadrons/flights located throughout the CONUS and OCONUS. ST has approximately 65 active duty officer authorizations from Lieutenant through Colonel. Assignment locations include: Pentagon, Washington DC; Scott AFB, IL; RAF Mildenhall, UK; Kadena AB, Okinawa; Hurlburt Field,

FL; Camp Smith, HI; Stuttgart AB, GE; Homestead ARB, FL; Nellis AFB, NV; Lackland AFB, TX; MacDill AFB, FL; McChord AFB, WA; McGuire AFB, NJ; Pope AFB, NC; and Ft Bragg, NC.

As a new Special Tactics Officer, your options are normally limited to Hurlburt, McChord, or Pope; these larger squadrons allow you to receive additional training and mentoring from senior ST officers at the unit-level. A STO ensures his team is combat ready, and conducts mission and administrative team management. STOs are expected to set the example for our highly motivated and extremely professional enlisted operators and support personnel.

After some team assignments (around the mid to senior captain career point), STOs should expect a transition to a staff tour or operations officer at an STS. Staff tours provide valuable professional development for the officer, giving him increased ability to accomplish the ST mission and take care of the enlisted force through knowledge of staff tools and processes. STOs work on all the theater special operations command staffs, and are interspersed with US Special Operations Command. STOs also work in the Pentagon and at Air Mobility Command.

Command opportunities include squadron command at 21 STS, 22 STS, 23 STS, 24 STS, 320 STS, 321 STS, STTS, group command at 720 STG, and other special duty command assignments.

Fully qualified Special Tactics Officers maintain advanced skills currencies and earn hazardous duty pay: HALO \$225 per month, Combat Diver \$150 per month, and Demolition Pay \$150 per month.

ANNEX G

GLOSSARY OF ACRONYMS

AETC	Air Education and Training Command	Located at Randolph AFB, TX
AFI	Air Force Instruction	“Regulations”
AFPC	Air Force Personnel Center	Assignments and career field manning
AFSC	Air Force Specialty Code	Career field “designator” (13M, 13D, etc.)
AFSOC	Air Force Special Operations Command	Located at Hurlburt Field, FL
ASI	Aerospace-Surface Interface	Concept: anything in the air reaching the ground
AST	Advanced Skills Training	Advanced qualification training for CCT students
ATC	Air Traffic Control	Positive control of air assets in flight and taxiing
CCT	Combat Control Team / Combat Controller	Austere ATC, TAC, tactical command and control
CONUS	Continental US	Self-explanatory
CRO	Combat Recovery Officer	Leads Air Combat Command’s PJ forces
CSAR	Combat Search and Rescue	SAR in a combat environment
DSN	Defense Switching Network	Government phone line system
HALO	High Altitude Low Opening	Military freefall infiltration technique
IFC III	Initial Flying Class III	Physical; outlines medical clearance for special duty
OCONUS	Outside CONUS	Self-explanatory
OTS	Officer Training School	Commissioning source
PCS	Permanent Change of Station	Self-explanatory
PJ	Pararescue	Rescue and recovery specialists
QBA	Quitting by Action	Warning: Phase II candidate lacks motivation
ROTC	Reserve Officers Training Corps	Commissioning source
SAR	Search and Rescue	Self-explanatory
SIE	Self-Initiated Elimination	Self-explanatory
SST	SAR Security Team	Ground security serving a SAR mission
ST	Special Tactics	CCT, PJ, Combat Weather, Support
STG	Special Tactics Group	HQ and functional manager for AFSOC ST
STO	Special Tactics Officer	Leads and advocates for ST forces and mission areas
STTS	Special Tactics Training Squadron	Provides follow-on training for ST members.
TAC	Terminal Attack Control	Fire support (close air support, air interdiction, etc.)
TBA	To Be Announced	Self-explanatory
TDY	Temporary Duty	Travel required for performance of duty
UNT	Undergraduate Navigator Training	Navigator training
UPT	Undergraduate Pilot Training	Pilot training
USAFA	US Air Force Academy	Commissioning source

USASOC	US Army Special Operations Command	Located at Ft Bragg, NC
USSOCOM	US Special Operations Command	Located at MacDill AFB, FL